



Preliminary Recommendations and Implementation Strategies Report

This draft report, prepared by BBP Associates, is available for information. The consultant is conducting the Ghent Economic and Market Study and has prepared these preliminary recommendations and implementation strategies. Feedback is being solicited over the next 6 to 8 weeks from the City Administration, the Ghent Business Association and other stakeholders to guide the development of the final set of recommendations.

September 8, 2006

Ghent Economic & Market Study

Recommendations and
Implementation Strategies

September 7-8, 2006

BBP Associates



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Today's Agenda

- Project Purpose
- Work Completed To Date
- Project Next Steps
- Recommendations



Study Area Map





Project Purpose

- Facilitate Enhancement of Ghent Business District's Economic, Market, & Physical Appeal
- Analyze Commercial, Industrial, & Residential Uses
- Identify Redevelopment & Enhancement Opportunities
- Provide Policy & Strategic Implementation Recommendations
- Evaluate the Pedestrian Commercial Overlay District and its Boundaries

Work Completed to Date



- Project Kick Off
- 20 Stakeholder Interviews
- Merchant Surveys
- Business Inventory
- Economic and Market Analysis
- Preliminary Recommendations and Implementation Strategies



Next Steps

- Finalize Economic and Market Analysis
- Obtain Review of Draft Recommendations and Implementation Plan from City Administration
- Obtain Feedback from GBA & Ghent Task Force on Draft Recommendations & Implementation Plan
- Finalize Recommendations & Implementation Plan
- Stakeholder Identification of Priority Implementation Strategies for Further Development



Recommendations and Implementation Strategies





Implementation Strategies





Implementation Strategies

- Includes Long and Short-Range Actions
- Leaders: GBA, Ghent Task Force, City Departments, Property and Business Owners
- A BID is Recommended as Central Element

Stakeholder Group	Color Code
GBA/BID	
Property and Business Owners	
City Departments	



Implementation Strategies

Marketing and Business Operations

Develop Strategies to Attract a Broad Range of Market Segments

Recommended Strategy	Leaders	Funding
Develop Differential Merchandise Categories	Property/Business Owners	N/A
Organize Promotional Events Targeting Specific Customer Segments	GBA/BID, Property/Business Owners	GBA/BID
Develop Crossover Marketing Campaigns	Property/Business Owners	N/A
Advertise/Offer Promotions In Places Where Target Groups Congregate	GBA/BID, Property/Business Owners	GBA/BID



Cincinnati Gallery Walk

Implementation Strategies



Ghent Customer Segments
Ethnic and Religious Groups
Young Professionals and Couples
Young Families
Established Professionals and Empty Nesters
Seniors
College Students
Tourists/Institutional and Cultural Events Visitors
Hospital Visitors
Special Ghent Visitors (Acting & Yoga Classes, Personal Care)
Specialty Market Visitors

Implementation Strategies



Marketing and Business Operations

Enhance Regional Marketing Strategies

Recommended Strategy	Leaders	Funding
Develop Joint Marketing And Communication Strategy with Downtown Norfolk Council	GBA/BID, City, Ghent Task Force, DNC	GBA/BID, DNC, City
Coordinate with GNL	GBA/BID, GNL	n/a
Organize Promotional Events that Introduce Wider Audience to Ghent	GBA/BID, City	GBA/BID
Promote Retail Clusters to Interested Groups and Associations	GBA/BID	n/a
Create a Map-based Business Directory	GBA/BID, City	GBA/BID, City



Implementation Strategies

Marketing and Business Operations

Develop Business "Toolkits"

Recommended Strategy	Leaders	Funding
Identify Businesses Needs	GBA/BID, Property/business Owners	GBA/BID
Provide Market Research	GBA/BID, Property/business Owners	GBA/BID
Provide Businesses With Small Business Improvement Loans	GBA/BID, City, Task Force	GBA/BID, City
Offer Business Operations And Management Workshops	GBA/BID, Property/business Owners	GBA/BID

Implementation Strategies



Regulatory and Planning Actions

Offer Incentives to Preserve and Enhance Retail Character

Recommended Strategy	Leaders
Incentivize Development of Ground Level Retail (PCO expansion)	City, Property Owners
Incentivize Independent Retail Streamlined development review, density bonuses, streetscape improvements, start up costs loans/grants)	City, Property Owners
Designate and Incentivize Clustering of Select Retail Types (Add specific retail "zones" to PCO)	City, Property Owners

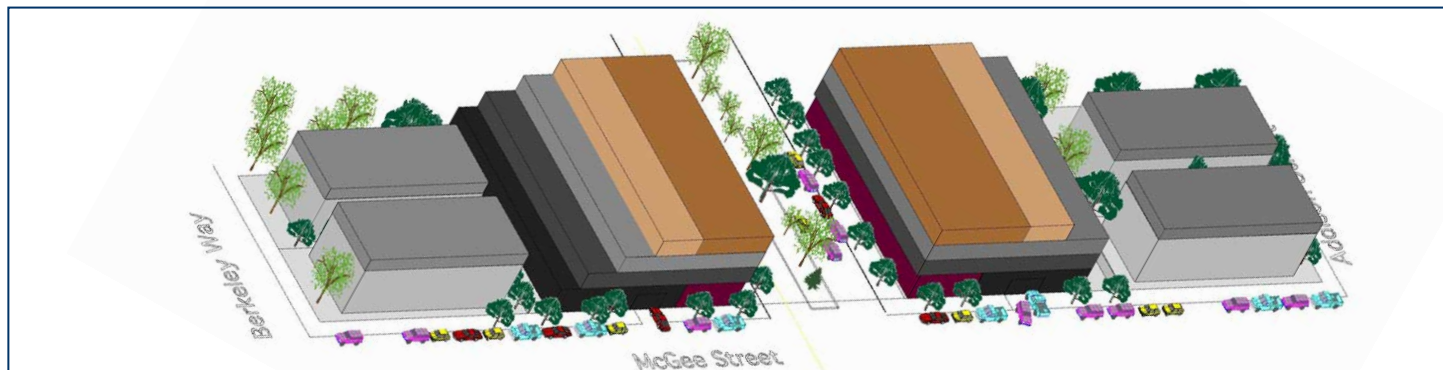


Implementation Strategies

Regulatory and Planning Actions

Encourage Development Of Retail/Office/Residential Mixed Use Projects

Recommended Strategy	Leaders
Enhance Opportunities within Existing Zoning Parameters (Residential - Permitted Use, Boundaries)	City
Incentivize Mixed Use Development (Shared parking, density bonuses, streetscape)	City
Build Out Additional Office Space Above Existing Store Front Retail (Low/no interest loans, streetscaping)	City, GBA/BID, Property Owners



Implementation Strategies



Regulatory and Planning Actions

Incorporate Parking Strategies Into Regulatory Framework

Recommended Strategy	Leaders	Funding
Modify PCO to Include Incentives Tied to Providing Shared Parking	City	n/a
Direct Parking Intensive Uses to Large Parcels with Adequate Space For Sufficient Parking	City	n/a



Implementation Strategies



Infrastructure Investments

Continue Streetscape Improvements

Recommended Strategy	Leaders	Funding
Continue Streetscape Investment Program	City	City
Improve Wayfinding and Signage	GBA/BID	GBA/BID
Install Street Furniture, Decorative Banners, etc.	GBA/BID	GBA/BID

Implementation Strategies



Infrastructure Investments

Improve Access To And Within The District

Recommended Strategy	Leaders	Funding
Install Gateway Signage	City, GBA/BID, Ghent Task Force	GBA/BID, City
Install Shuttle System	City, GBA/BID, Ghent Task Force, DNC	GBA/BID, City



Implementation Strategies



Organizational Initiatives

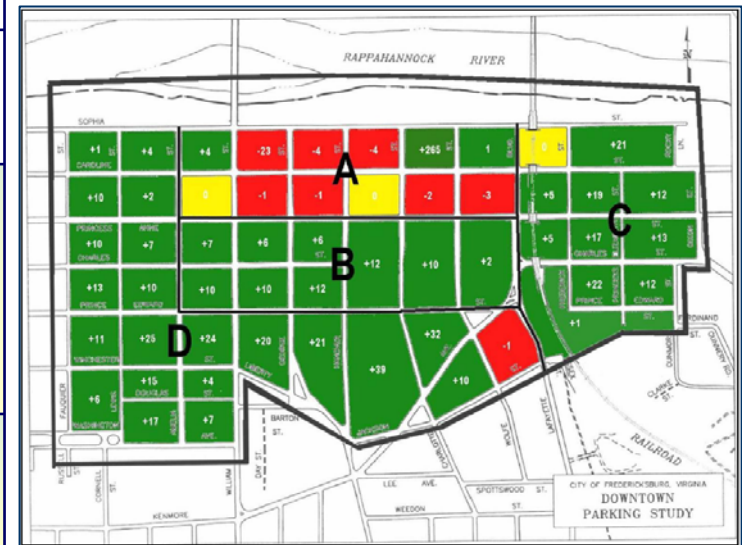
Explore Feasibility of Business Improvement District

Recommended Strategy	Leaders	Funding
Identify Improvements to be Administered and Funded through BID	GBA, Ghent Task Force, property/business owners	n/a
Identify Benefits, Boundaries, and Assessment Structure	GBA, Ghent Task Force, property/business owners	n/a
Generate Public and City Support	GBA, Ghent Task Force, property/business owners	GBA
Circulate Approval Petition	GBA, Ghent Task Force	n/a
Set Up Governing Board and Administration	GBA/BID	BID



Implementation Strategies

Organizational Initiatives		
<i>Develop and Implement Parking Management Plan</i>		
Recommended Strategy	Leaders	Funding
Identity Parking Concerns	City, GBA/BID, Ghent Task Force	City
Inventory Parking Supply and Demand By Sub Area	City, Ghent Task Force	City
Select and Administer Parking Strategies	City, Ghent Task Force, GBA/BID	City, BID, private developers



Implementation Strategies



Development Opportunities	
<i>Redevelop Senior Center Site</i>	
Recommended Strategy	Leader
Extend the PCO to Include the Site	City
Market Opportunity for Mixed Use Development (residential or live/work space with ground level retail)	City
Encourage Shared Parking	City
Offer Incentives to Encourage Desired Development and Shared Parking (i.e. density bonuses, streamlined development review, streetscape improvements)	City

Implementation Strategies



Development Opportunities

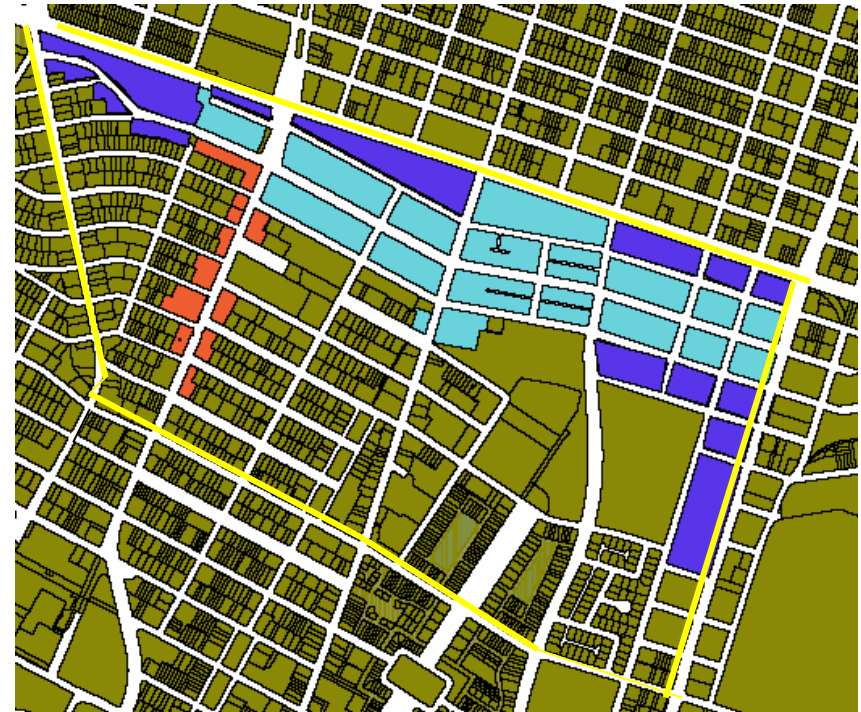
Redevelop Underutilized Property on West 22nd Street, West 21st Street, and Monticello Avenue

Recommended Strategy

Consider Extension of PCO (phased, opt-in)

Market Opportunities for Mixed Use Development (residential and office with ground level retail)

Incentivize Development of Public Parking (i.e. density bonuses, streamlined development review and streetscape improvements, or payment in lieu of parking requirement)



= Colley PCO



= 21 St. PCO



= Possible Expansion Areas



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